

# The QWL Method – Transforming Employee Experience into Measurable Performance

*The QWL (Quality of Working Life) Index is the only scientifically validated method that converts employee experience into a performance index.*

OULU, FINLAND, February 26, 2026 /EINPresswire.com/ -- The [QWL](#) (Quality of Work Life) Index is the only scientifically validated method that converts employee experience into a performance index proven to correlate with productivity.

Unlike traditional employee surveys that analyze individual questions and their variance, the QWL method analyzes people. This fundamental shift enables leadership to translate human experience into measurable financial and operational outcomes. QWL provides a scorecard for managing productivity, financial performance, and human capital risk at both organizational and team levels.



We don't measure questions. We measure people — and that changes everything."

*Marko Kesti*

## Scientific Foundation

The QWL method is built upon three major scientific pillars:

### 1. Application of the Kano Model to Employee Experience

Dr. Marko Kesti adapted the famous Kano model to analyze motivational factors in the workplace. Each

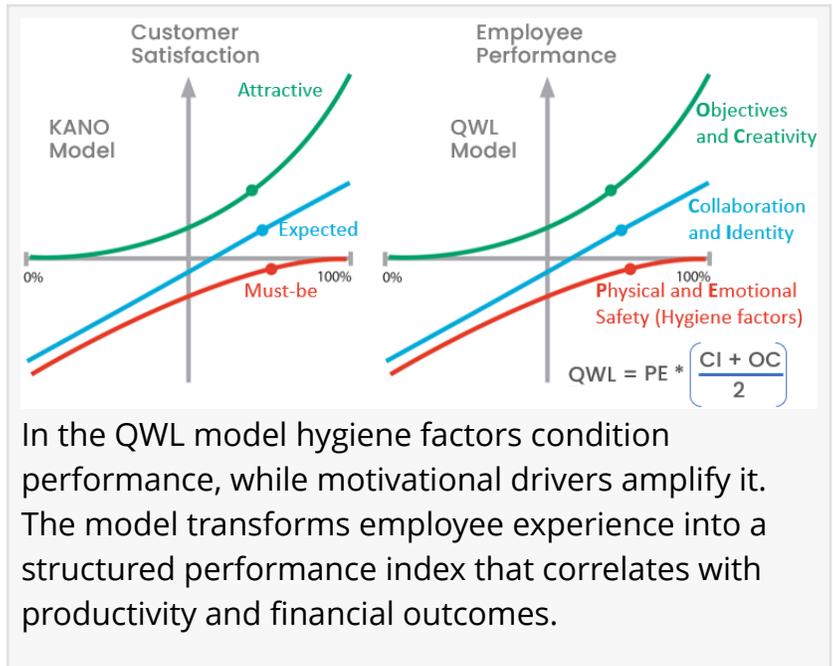
motivation driver is assessed and mathematically linked within a unified formula that reflects established laws of motivation science.

### 2. Two Laws of Motivation Science

#### Law 1 – The Psychophysical Whole:

Human beings are psychophysical entities. All motivational factors operate simultaneously and interactively.

#### Law 2 – Herzberg-Based Performance Formation:



The QWL performance index is constructed according to Herzberg's motivation theory:

Hygiene factors act as conditional enablers.

Motivational factors act as performance multipliers.

This structure ensures that performance improvements follow scientifically validated motivational mechanisms.

From Employee Experience to Productivity

When QWL is integrated with the [Human Capital Production Function](#), employee experience becomes intelligent people analytics:

$EBITDA = K \times HR \times TWh \times (1 - Ax) \times QWL - \text{Costs}$

Where:

K = Customer value coefficient (value created per effective working hour)

HR = Number of employees (Full-Time Equivalents)

TWh = Theoretical working hours per employee per year

Ax = Structural time ratio (absence, training, turnover, maternity leave, managerial practices)

QWL = Quality of Working Life index (performance multiplier derived from motivation structure)

Costs = Variable costs + Personnel costs + Other fixed costs

In this equation QWL (0...100%) directly influences effective working time and productivity.

This enables organizations to:

Quantify productivity impact company-by-company

Analyze ROI of leadership and HR development

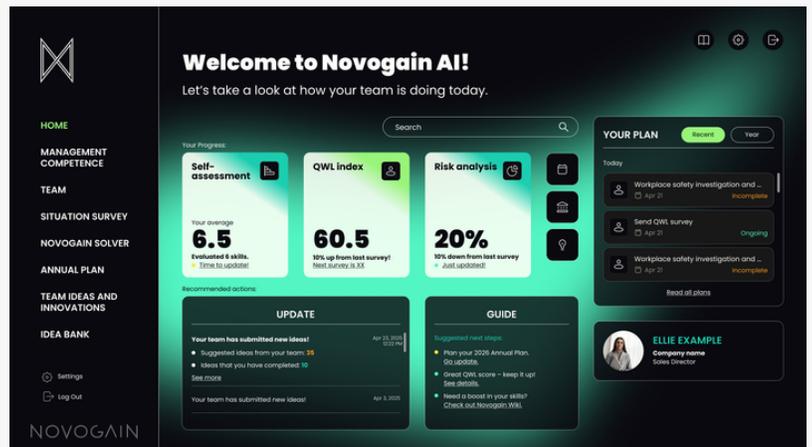
Predict financial impact before outcomes materialize

Simulate future performance scenarios

Research indicates annual productivity gains of approximately \$1,000–4,000 per employee through systematic HR development. Since these gains are sustainable, they accumulate year after year, generating significant competitive advantage.



DI, HTT, Dosentti Marko Kesti



Welcome to Novogain AI assistant

## Predictive Risk Intelligence

Because QWL correlates with:

- Sick leave
- Burnout
- Work disability
- Employee turnover

the method produces a distribution of individual QWL scores.

From this distribution, organizations can generate early warning alerts:

- How many employees are at risk of increased absence?
- How many show early burnout indicators?
- Where is turnover risk emerging?

QWL enables prediction of sick leave rate changes before they occur, allowing proactive intervention while corrective actions are still cost-effective.

## The 15-Question Validated QWL Survey

A complete QWL measurement requires only 15 scientifically designed questions, radically simplifying employee experience measurement.

### Physical and Emotional Safety

- The company treats employees fairly
- I feel that my manager trusts me
- We have the freedom to express disagreements
- I can manage my work properly
- Workplace problems are solved effectively

### Collaboration and Identity

- I have a sense of achievement from my work
- My manager supports my professional development
- We have good morale at our workplace
- Work is well-organized within our team
- Our work processes are effective

### Objectives and Creativity

- Our objectives are inspiring
- My manager provides positive support
- Creativity flourishes within our team
- I am encouraged to develop my skills
- We are innovative when improving our work

This concise structure increases reliability while reducing survey fatigue.

## [Digital Twin](#) and AI Simulation: Novogain AI

Dr. Kesti has developed the world's first team-level digital twin that models human capital productivity with high precision.

Novogain AI uses:

- Unsupervised learning

Reinforcement learning

Simulation modeling

The system simulates concrete leadership practices and identifies those that maximize productivity gains within a one-year horizon.

Organizations can:

Test interventions before implementation

Quantify expected ROI

Receive a productivity guarantee

Practical Validation

The QWL method is already implemented in numerous companies and cities.

The City of Helsinki measures QWL annually.

The Kainuu Healthcare District measures QWL annually

SOL-Services uses QWL as its primary HR metric and has achieved multi-million-euro financial improvements through systematic development.

All research behind the method is internationally peer-reviewed and validated. Practical benefits have been confirmed through action research.

A New Standard in Data-Driven Leadership

QWL is becoming a de facto standard in data-driven management because it integrates:

Human motivation science

Financial performance modeling

Predictive risk analytics

AI-driven simulation

It bridges the gap between people and profit.

For the first time, leadership can manage productivity at the human level — proactively, scientifically, and profitably.

Marko Kesti

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